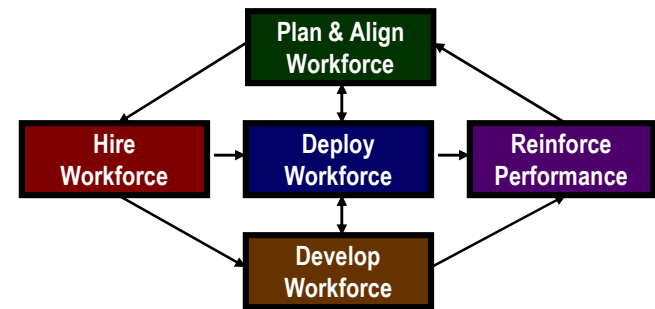
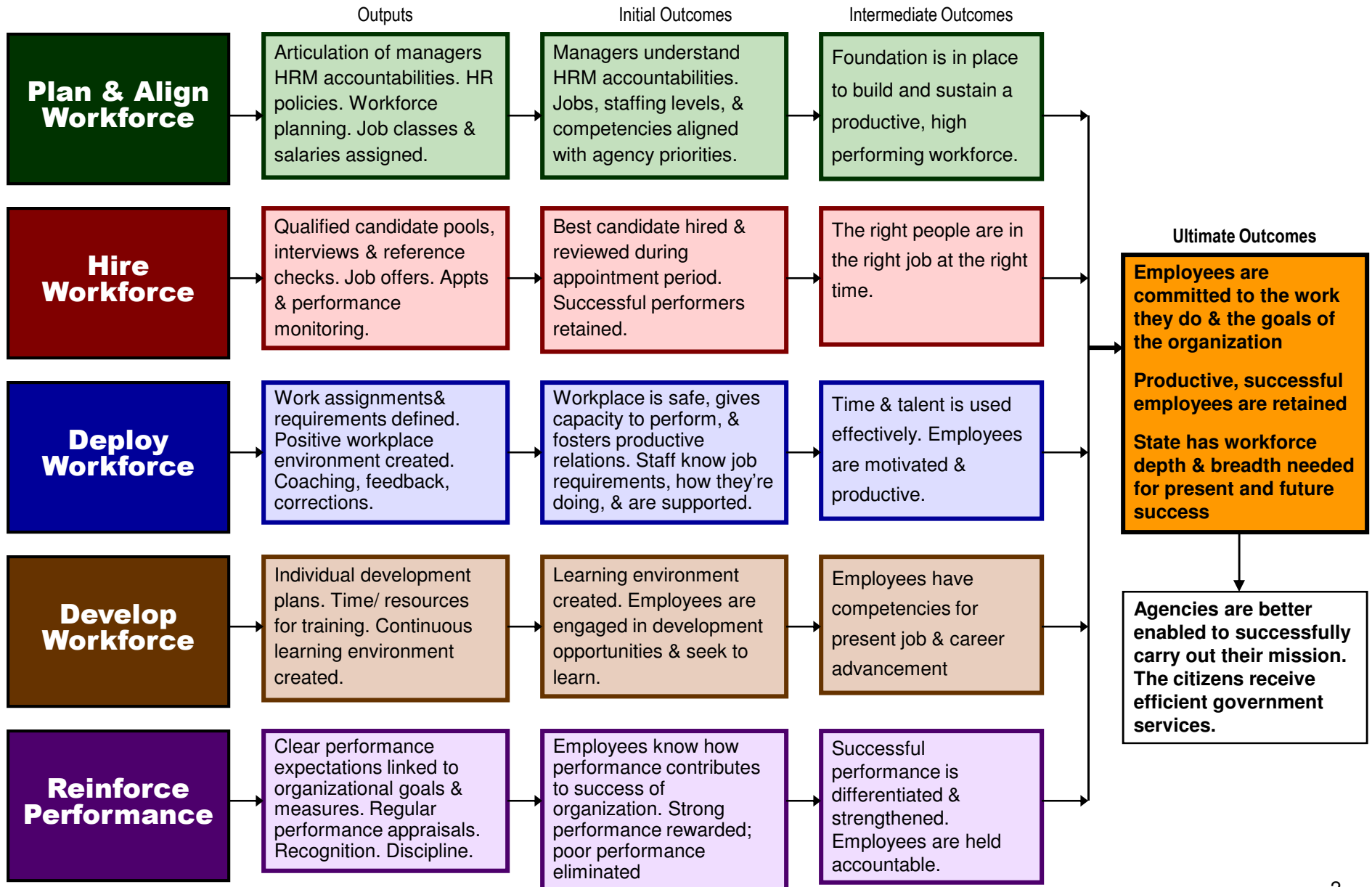

**State of Washington
Department of Early Learning**

**Human Resource
Management Report**



October 2009

Managers' Logic Model for Workforce Management



Executive Summary

Department of Early Learning

Performance Measure	Status	Action Priority ^e	Comments
PLAN & ALIGN WORKFORCE			
Management profile ^a	25 = "Managers"; 12% = WMS only	Medium	WMS control point =8.6
% employees with current position/competency descriptions ^b	99.47%	Medium	
HIRE WORKFORCE			
Average Time to Hire Funded Vacancies ^c	45 avg days to hire (of 22 vacancies filled)	Low	
Candidate quality ratings ^c	85.4% cand. interviewed had competencies needed 95% mgrs said they were able to hire best candidate	Medium	
Hiring balance (% types of appointments) ^c	64% promo; 18% exempts; 18% other	Low	
Number of separations during post-hire review period ^c	2	High	
DEPLOY WORKFORCE			
Percent employees with current performance expectations ^b	97.34%	High	
Overtime usage: (monthly average) ^c	.23 hours (per capita); 3% of EEs receiving OT	Low	
Sick leave usage: (monthly average) ^c	6.5 hours (per capita)	Low	
# of non-disciplinary grievances ^c	4 grievances	Medium	
# of non-disciplinary appeals & Dir's Reviews filed ^c	0 appeals, 0 Director's Reviews	Low	
DEVELOP WORKFORCE			
Percent employees with current individual training plans ^b	97.34%	Medium	
REINFORCE PERFORMANCE			
Percent employees with current performance evaluations ^b	99.47%	Medium	
Number of formal disciplinary actions taken ^c	5	High	
Number of disciplinary grievances and appeals filed ^c	5 grievances; 0 appeals	Medium	
ULTIMATE OUTCOMES			
Turnover percentages (leaving state service) ^c	10.20%	Low	
Diversity Profile ^a	91% female; 27% people of color; 76% 40+; 3% with disabilities	Medium	
Employee survey overall average rating ^d	3.67, 197 survey responses	High	

a) Data as of 6/30/09

b) Data as of 6/30/09 **or** agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

d) Data as of November 2007 State Employee Survey

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile

Workforce Planning measure (TBD)

Percent employees with current position/competency descriptions

Agency Priority: Medium

Management Profile

Department of Early Learning

WMS Employees Headcount = 25

Percent of agency workforce that is WMS = 12%

All Managers* Headcount = 25

Percent of agency workforce that is Managers* = 12%

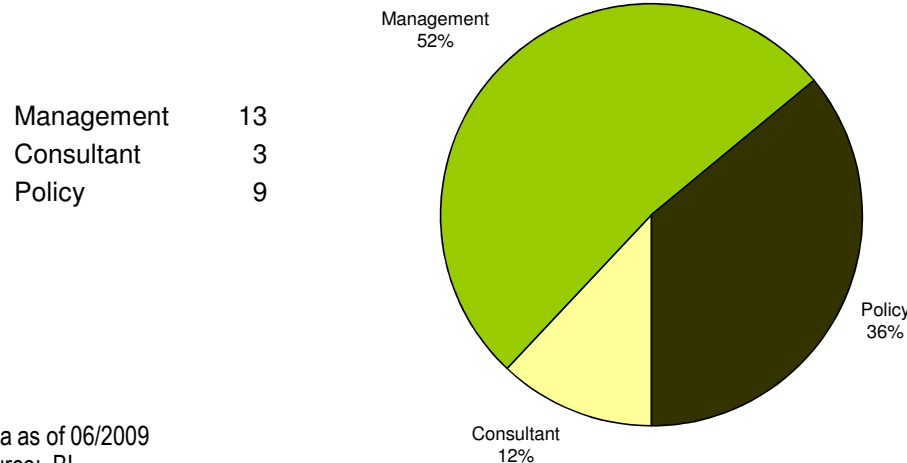
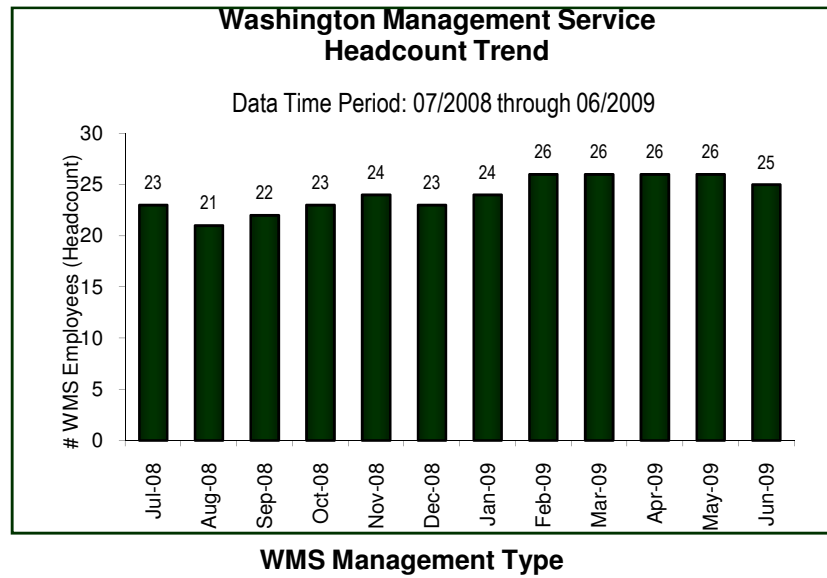
* In positions coded as "Manager" (includes EMS, WMS, and GS)

Analysis:

- WMS Control Point: 8.6%
- Increase due to appropriate movement of financial positions into WMS
- 3 WMS and one EMS positions were impacted by the layoffs for 09-11 biennium

Action Steps:

- Continue to review management positions to ensure they are appropriately included in WMS.
- Currently reviewing policy positions to consider moving them into CTED Specialist occupational category.
- Continued desire to work with Department of Personnel to establish Early Learning Specialist classification to align our workforce and move policy positions out of WMS.



Data as of 06/2009
Source: BI

Plan & Align Workforce

Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

Performance Measures:

Management profile
Workforce Planning
measure (TBD)

**Percent employees with
current position/
competency descriptions**

Current Position/Competency Descriptions

Agency Priority: Medium

**Percent employees with current
position/competency descriptions = 99.47%**

*Based on 187 of 188 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- During the annual employee performance development review period, all position/competency descriptions were either updated or confirmed to be accurate.

Action Steps:

- It will continue to be an expectation that position/competency descriptions are updated each year at the same time as the employee performance development plans are completed.
- Upon posting of an open position, HR requires an updated or accurate position description form in order to open the recruitment.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

Time-to-hire vacancies

Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

Time-to-Hire / Candidate Quality

Agency Priority: Low

Time-to-Hire Funded Vacancies

Average number of days to hire*:	45
Number of vacancies filled:	22

*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: Medium

Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 109 Percentage = 85.4%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 20 Percentage = 91.9%

Hiring managers indicating "no":

Number = 0 Percentage = 0%

Analysis:

- All data for candidate quality and time-to-hire funded vacancies has been captured manually.
- During this reporting period there were two hiring freezes, DEL continued to recruit and fill safety-sensitive child call licensing positions.

Action Steps:

- DEL is focusing on long-term candidate quality rather than expedited recruitment processing. Time to fill may increase to ensure solid hires.

Hire Workforce

Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

Performance Measures

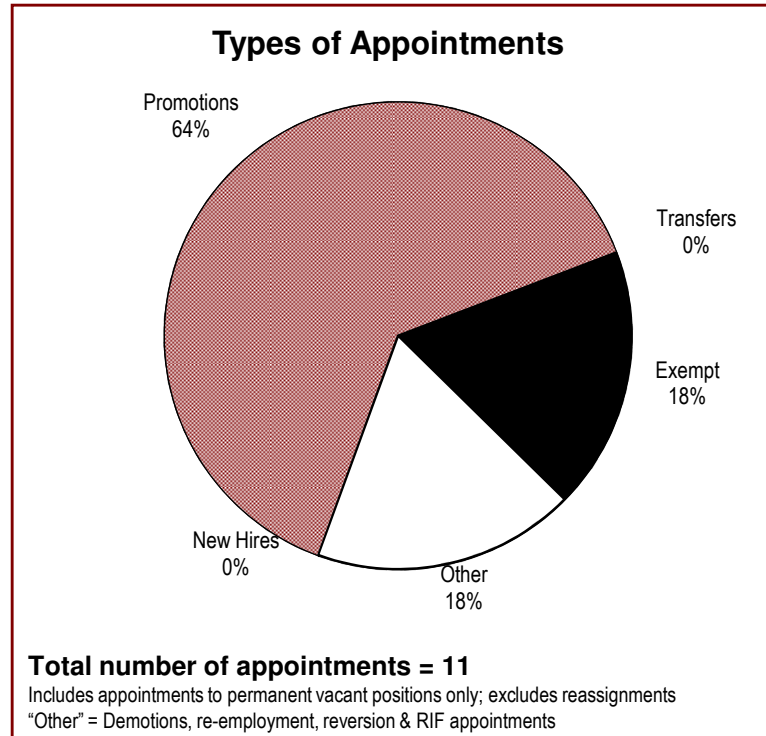
Time-to-hire vacancies
Candidate quality

**Hiring Balance
(proportion of
appointment types)**

**Separation during review
period**

Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: High

Separation During Review Period	
Probationary separations - Voluntary	0
Probationary separations – Involuntary	0
<i>Total Probationary Separations</i>	<i>0</i>
Trial Service separations – Voluntary	0
Trial Service separations – Involuntary	2
<i>Total Trial Service Separations</i>	<i>2</i>
Total Separations During Review Period	2

Data Time Period: 07/2008 through 06/2009
Source: BI

Analysis:

- DEL continues to attract qualified applicants from a wide variety of sources.
- Due to two hiring freezes during this reporting period, number of appointments has been reduced, and focus has been on hiring current state employees rather than external candidates to mitigate effects of layoffs.

Action Steps:

- DEL conducts performance evaluations during review periods to ensure candidates are successful prior to attaining permanent status.
- DEL is focusing on quality hiring to lessen the instances and impacts that would occur due to a separation during review period.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Current Performance Expectations

Agency Priority: High

Percent employees with current performance expectations = 97.34%*

*Based on 183 of 188 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

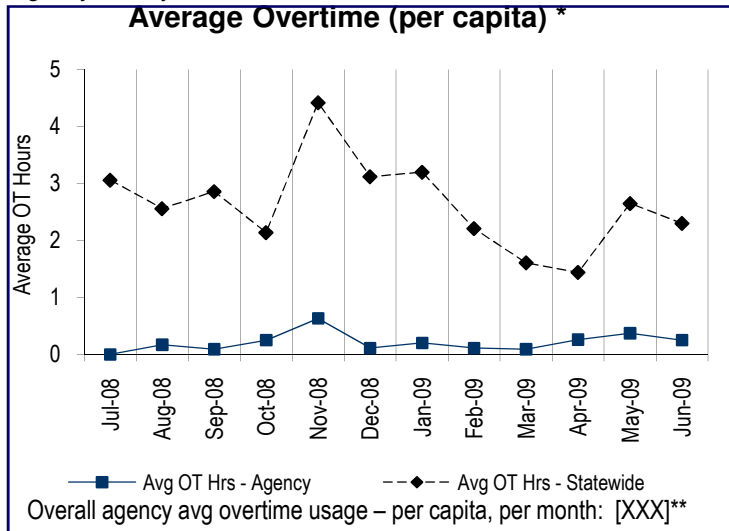
- DEL has instituted an annual employee performance evaluation and expectations cycle. It is an agency expectation that all performance development plans and expectations will be completed within the specified time frame.
- Of the five staff with no current expectations, one employee is currently on extended leave, and two staff have their positions under review to allow for possible changes in duty and/or reclassification.
- DEL has an expectation that new employees will receive performance expectations from their manager within ten days of beginning a new role.

Action Steps:

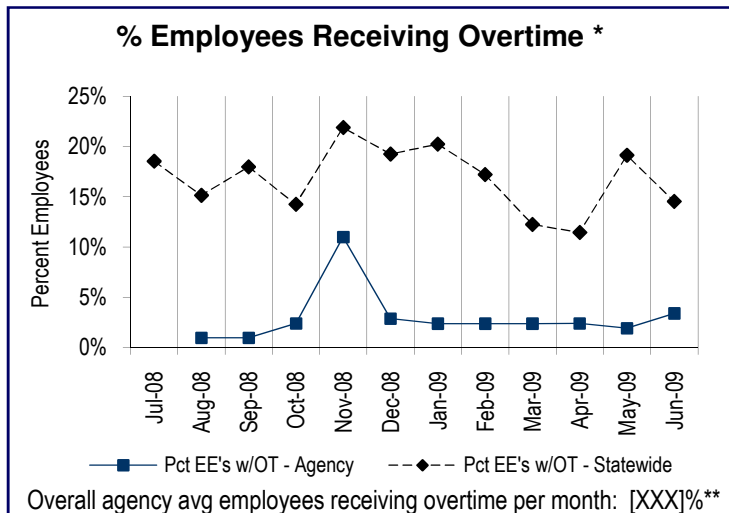
- DEL will continue the annual employee performance plan cycle and continue the expectation of managers completing expectations within ten days of new hire.
- Human Resources will ensure supervisors are aware of due dates for all types of performance reviews.

Overtime Usage

Agency Priority: Low



**Overall agency avg overtime usage – per capita, per month = sum of monthly OT averages / # months

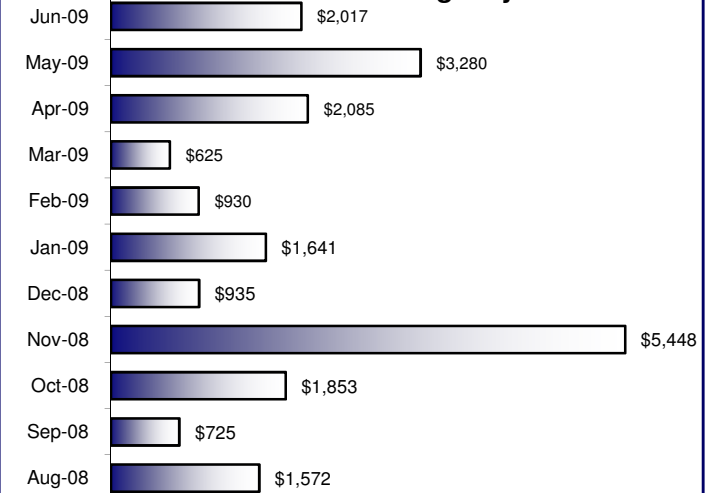


**Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

*Statewide overtime values do not include DNR

Data Time Period: 08/2008 through 06/2009
Source: BI

Overtime Cost - Agency



Analysis:

- DEL continues to use significantly lower than statewide averages for overtime.
- In November 2008 DEL reviewed overtime eligibility on all positions and a number of staff changed from overtime exempt to overtime eligible. This has caused a slight increase in the amount of overtime costs incurred by the agency.
- During the month of November, a large number of field staff participated in training for the new FAMLINK system. This added overtime to allow training/travel for staff members.

Action Steps:

- Overtime usage is evaluated on an individual basis to assure necessity.

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

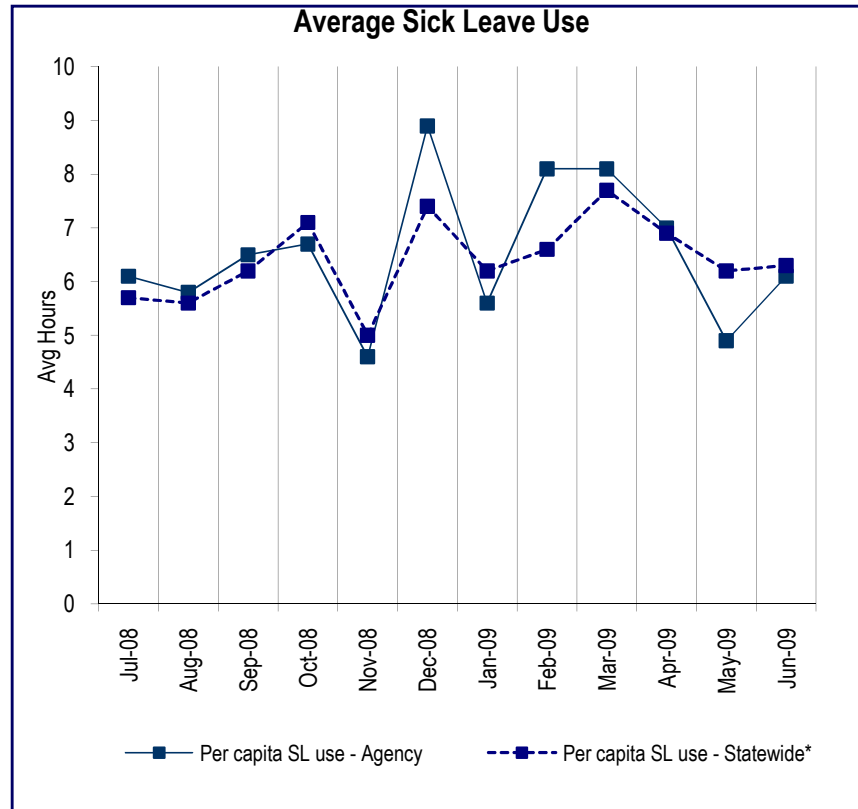
Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Sick Leave Usage

Agency Priority: Low



Analysis:

- DEL average sick leave use normally falls within statewide averages.
- DEL average length of employment is less than ten years, resulting in lower sick leave balances.

Action Steps:

- DEL will continue to individually monitor sick leave usage as conditions warrant.

Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.5 Hrs	168.6 Hrs	6.4 Hrs	240.2 Hrs

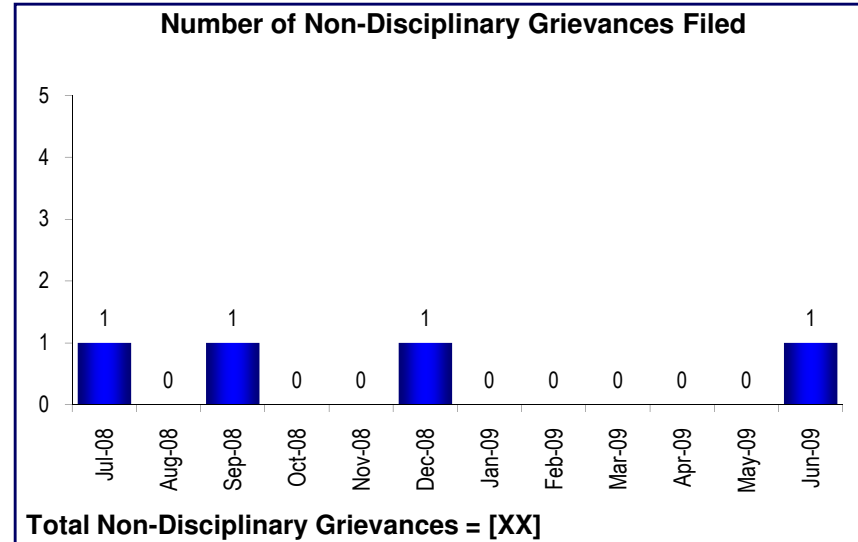
* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/08 through 06/09

Source: DOP

Non-Disciplinary Grievances (represented employees)

Agency Priority: Medium



* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Non-Disciplinary Grievance Disposition*

(Outcomes determined during time period listed below)

- Step 3 response provided, no further action taken.
- Step 2 filed and settled
- Step 1 filed and settled
- Step 1 withdrawn

Top 5 Non-Disciplinary Grievance Types

(i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. Privacy	1
2. Performance Evaluation Process	1
3. Hours of Work	1
4. Non-Discrimination	1
5.	0

Analysis:

- DEL staff continue to work with supervisor, employee and union to resolve issues at lowest level possible while maintaining management rights.

Action Steps:

- DEL will continue to process each grievance received on an individual basis.

Data Time Period: 07/08 through 06/09
Source: DEL Filing

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Deploy Workforce

Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Low

Filings for DOP Director's Review

- 0 Job classification
- 0 Rule violation
- 0 Name removal from Layoff List
- 0 Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- 0 Remedial action

0 Total filings

Filings with Personnel Resources Board

- 0 Job classification
- 0 Other exceptions to Director Review
- 0 Layoff
- 0 Disability separation
- 0 Non-disciplinary separation

0 Total filings

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

There were no DOP Director's review filings during this time period.

There were no filings with the Personnel Resources Board during this time period.

Total outcomes = 0

Data Time Period: 07/2008 through 06/2009
Source: Department of Personnel

Total outcomes = 0

Develop Workforce

Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

Performance Measures

Percent employees with current individual development plans

Competency gap analysis (TBD)

Individual Development Plans

Agency Priority: Medium

Percent employees with current individual development plans = 97.34%*

*Based on 183 of 188 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- DEL has instituted an annual employee performance expectations cycle. It is an agency expectation that all performance development plans and expectations will be completed on all permanent staff members.

Action Steps:

- DEL will continue to require annual performance development plan completion for all permanent staff members.
- DEL will conduct a survey to determine staff development needs in the fall of 2009. Results will help develop an agency staff development plan.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Current Performance Evaluations

Agency Priority: High

Percent employees with current performance evaluations = 99.47%*

*Based on 187 of 188 reported employee count
Applies to employees in permanent positions, both WMS & GS

Analysis:

- DEL has instituted an annual employee performance expectations cycle. It is an agency expectation that all performance development plans and expectations will be completed within the specified time frame.

Action Steps:

- DEL will continue to require employee performance evaluations be completed on each permanent employee on an annual basis.

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Formal Disciplinary Actions

Agency Priority: High

Disciplinary Action Taken

Action Type	# of Actions
Dismissals	1
Demotions	0
Suspensions	0
Reduction in Pay*	1
Letters of Reprimand	3
Total Disciplinary Actions*	5

* Reduction in Pay is not currently available as an action in HRMS/BI.

Issues Leading to Disciplinary Action

- Failure to perform functions required to protect Washington's vulnerable children.
- Failure to report suspected child abuse and neglect.
- Failure to meet performance expectations

Analysis:

- Supervisors are trained on and expected to address performance management issues in a timely and equitable manner to ensure issues are addressed.

Action Steps

- DEL is making concentrated effort to protect Washington's vulnerable children in licensed child care settings and will take appropriate levels of disciplinary action when employees fail to meet this expectation.
- DEL will continue to manage staff performance on a case by case basis as they arise, ensuring consistency throughout the agency..

Reinforce Performance

Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

Performance Measures

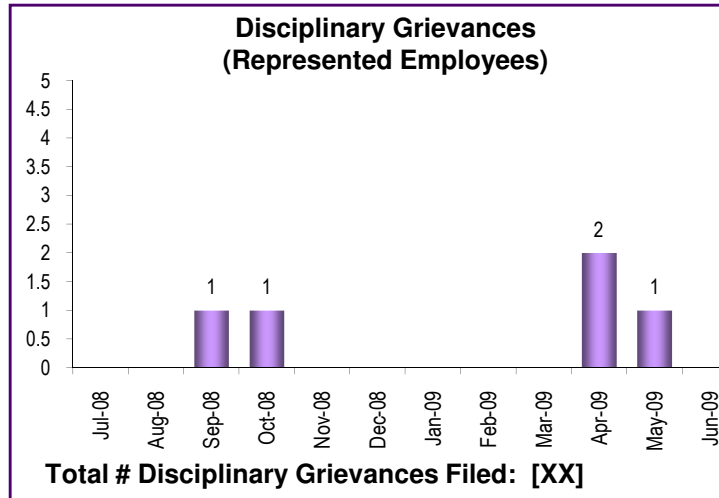
Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

Disciplinary Grievances and Appeals

Agency Priority: Medium



Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- 0 Dismissal
- 0 Demotion
- 0 Suspension
- 0 Reduction in salary

0 Total Disciplinary Appeals Filed with PRB

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

Disposition (Outcomes) of Disciplinary Grievances

- Settled to Letter of Reprimand at step 2
- Settled to reduction in pay and downward reallocation at step 2
- Settled for resignation at step 2
- Step 1 response provided, no further action taken
- Step 3 response provided, still active

Disposition (Outcomes) of Disciplinary Appeals*

There were no Disciplinary Appeals filed with the Personnel Resources Board during this time period.

*Outcomes issued by Personnel Resources Board

Data Time Period: 07/2008 through 06/2009
Source: DEL Records

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rate: key occupational categories

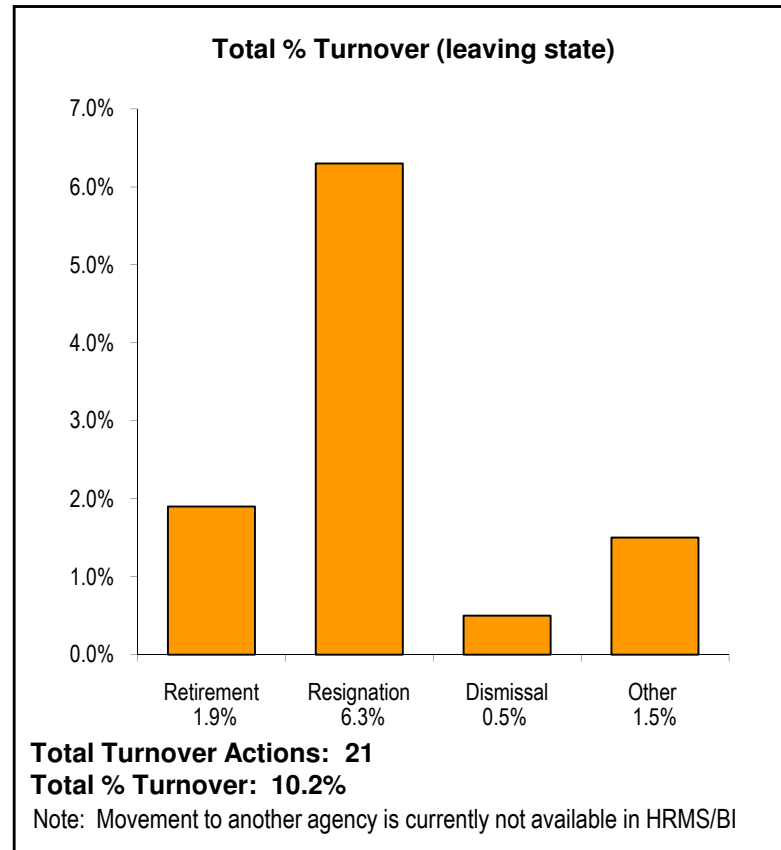
Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Turnover Rates

Agency Priority: Low



Analysis:

- During the last reporting year, total turnover has dropped from 11.2% (23 actions) to 10.2% (21 actions).
- Of the sixteen staff leaving the agency for reasons other than retirement or dismissal, exit interviews have been conducted in half of the cases. Information shows that most staff have left the agency for promotional opportunities, due to a move out of the state, or to pursue a more focused position in their field of expertise.

Action Steps:

- HR will conduct exit interviews for all employees leaving the agency to identify trends and address areas of concern.

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

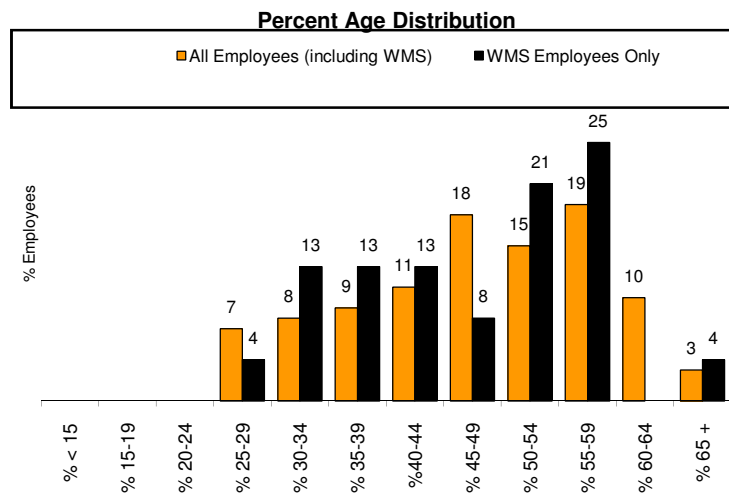
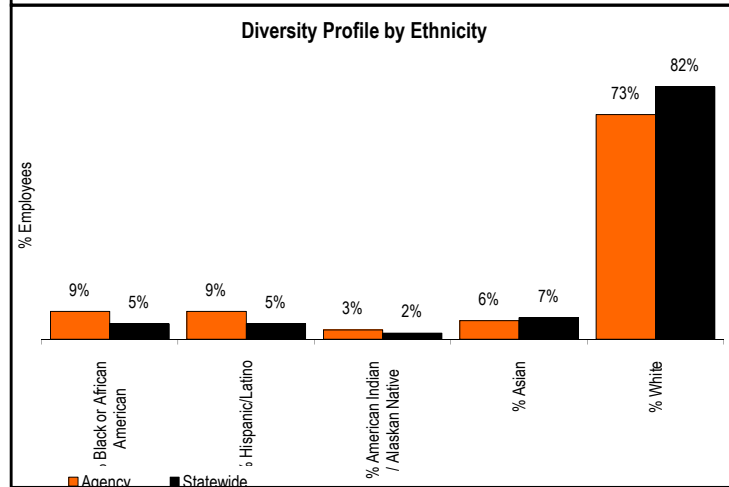
Employee Survey Information

Retention measure (TBD)

Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	91%	53%
Persons w/Disabilities	3%	4%
Vietnam Era Veterans	1%	6%
Veterans w/Disabilities	0%	2%
People of color	27%	18%
Persons over 40	76%	74%



Data as of 06/2009
Source: HRMS BI

Analysis:

- The Department of Early Learning's first Affirmative Action Plan was submitted to the Department of Personnel on September 26, 2008.
- This data shows that DEL recognizes and values the importance of a diverse workforce reflecting the communities we serve.

Action Steps:

- Effectiveness of the Affirmative Action plan and possible modifications necessary will be determined at the time of the Affirmative Action Plan update due in one year.

Employee Survey Ratings

Agency Priority: High

ULTIMATE OUTCOMES

Employees are committed to the work they do and the goals of the organization

Successful, productive employees are retained

The state has the workforce breadth and depth needed for present and future success

Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

Workforce Diversity Profile

Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	N/A	3.31
2) I receive the information I need to do my job effectively.	N/A	3.35
3) I know how my work contributes to the goals of my agency.	N/A	4.01
4) I know what is expected of me at work.	N/A	4.04
5) I have opportunities at work to learn and grow.	N/A	3.54
6) I have the tools and resources I need to do my job effectively.	N/A	3.46
7) My supervisor treats me with dignity and respect.	N/A	4.24
8) My supervisor gives me ongoing feedback that helps me improve my performance.	N/A	3.80
9) I receive recognition for a job well done.	N/A	3.40
10) My performance evaluation provides me with meaningful information about my performance.	N/A	3.32
11) My supervisor holds me and my co-workers accountable for performance.	N/A	4.29
12) I know how my agency measures its success.	N/A	3.34
13) My agency consistently demonstrates support for a diverse workforce.	N/A	3.60

Overall average: N/A 3.67

Number of survey responses: N/A 197

Analysis:

- DEL was not an agency was the April 2006 survey was completed, so no comparison data exists.
- 100% of DEL employees participated in 2007 survey.
- Several teams were created to focus on areas from the November 2007 survey. Their task was to develop strategies and plans to improve Employee Survey results.

Action Steps:

- The effectiveness of work done in the agency will be analyzed upon completion of the next Employee Survey.

Data as of November 2007
Source: Statewide Employee Survey